POSITION AND POLICY STATEMENT ON TOURISM

Policy Statement #1
In response to the White Paper:
An Industrial and Science Strategy for Albertans
1985 - 1990

Alberta
GOVERNMENT OF ALBERTA

June, 1985

TODAY'S CHALLENGES — TOMORROW'S OPPORTUNITIES

Destination: Alberta, 1985 - 1990

As a lead player in the provincial economy, Tourism means jobs, commercial stability and economic diversity.

The objective of the Government of Alberta in the next five years is to act as a catalyst, stimulator and strong supporting partner of the private sector to make the Alberta holiday destination among the most favoured in North America and the World.

This position and policy statement addresses the challenge put forward in the Government of Alberta document, **White Paper: Proposals for an Industrial and Science Strategy for Alberta, 1985 to 1990.**

> To fully develop Alberta's Tourism potential and to establish a significant tourist industry over the next decade, we must be even more responsive to national and international markets. Given our natural attractions, our major facilities now in place and our reputation for managing world scale events, Alberta's Tourism industry should enhance our economic growth over this period. Continued government investment in basic services and major facilities is aimed at developing Alberta's potential as a four-season destination point.
>
> **— The White Paper**

The White Paper recognizes Tourism as a segment of the Alberta economy which makes a significant contribution to job opportunities and small business activity.

Acknowledgement and thanks are extended for the significant contributions made by many Albertans during the **White Paper** public forums held in all regions of the Province. Those contributions are reflected in this Position and Policy Statement.

The Alberta Tourism sector generates $2 billion in revenues and provides approximately 80,000 man-years of employment. More than half of that revenue comes from out-of-province visitors. While Alberta's main source of visitors is Canada itself, the United States, Europe and Japan are also important tourist markets and all have growth potential.

Recognized experts have projected that Tourism will be the leading industry in the world by the year 2000. Immense challenges face every area that aspires to be a world travel destination, and the Government proposes that Alberta be nothing less than such a world destination.

This year marks the centennial of the discovery of the Banff hot sulphur springs which helped launch Alberta's Tourism industry. In 1985, with over 100 years of Tourism experience behind it, the private sector prepares for bold new actions, backed by new directions from its government partners.

The next five years will be unique, providing Alberta a series of once-in-a-lifetime major events. The 1985 Centennial of the National Parks, will bring world focus on Alberta's Rocky Mountains. During Vancouver's Expo '86, Alberta will be positioned as a gateway

that will increase tourist visits. The XV Winter Olympic Games in 1988 in Calgary will bring invaluable world exposure. All these events will help reinforce Alberta's position and image as a major player in world Tourism.

Building a strong Tourism industry depends on the private sector and government working together, reacting with vigor and imagination to emerging trends and new opportunities.

GOVERNMENT OF ALBERTA
TOURISM POSITION AND POLICY STATEMENT

TABLE OF CONTENTS

Section		Page
I	Today's Challenge	5
II	The Roles of the Private Sector and Government	7
III	Helping to Meet the Challenge: Alberta Government Tourism Initiatives	9
IV	Alberta's Tourism Strengths and Opportunities	15

Appendices		Page
I	Profile of the Alberta Tourism Industry	i
II	A Short History of Tourism in Alberta	vii
III	Feasibility of Tax Incentives for Historical Resources	ix
IV	Definition of Tourism and Tourism Industry	xi
V	Selected References	xiii

SECTION I
TODAY'S CHALLENGE

Tourism is a major industry worldwide, and each year the competition gets stronger.

The challenge for all Albertans in 1985 to 1990, is to meet and surpass the competition by taking full advantage of the Province's potential in Tourism. Government, the industry, and the public-at-large all have an important contribution to make. To realize Tourism's potential, a number of key elements are required:

— skilled and motivated hospitality workforce

— exciting new facilities and attractions

— upgraded and refurbished existing facilities

— imaginative and accurately-targeted market initiatives

Government has a vital role to play in providing some of the "building blocks", but the private sector must be the "architect" of the Tourism industry's future, providing the ideas, the resources, and the leadership needed to take advantage of the tremendous potential that exists.

In this Tourism Position and Policy Statement, the Alberta Government identifies a number of initiatives to help the Tourism industry into a new era of growth. The programs cover all facets of the industry: development, marketing, and education. By themselves, the programs are important but their real value lies in the action they stimulate from the private sector.

SECTION II

THE ROLES OF THE PRIVATE SECTOR AND GOVERNMENT

The initiative of the private sector is the engine that makes Tourism work.

The Alberta Government, through Travel Alberta, is an integral member of the Tourism partnership. In the highly complex and increasingly competitive world of Tourism, it works in the frontlines with its partners, assisting and encouraging development and marketing to expand Alberta's position as an international four-season holiday destination.

Starting as a small bureau, a little more than a decade ago, Travel Alberta has grown into an internationally recognized agency assisting in the development and marketing of Alberta. Acting as a catalyst to its private sector partners, Travel Alberta has originated and expanded programs which have helped bring the Province to the forefront as a Tourism destination.

A. Goals for the Tourism Partners

1. Establish higher standards in service skills and attitudes throughout the Tourism industry.
2. Develop and market the Province of Alberta as a major four-season travel destination.
3. Foster the development and improvement of physical facilities, attractions and events.
4. Create a greater awareness among Albertans of the Province's Tourism potential and the social and economic contributions generated by the industry.
5. Encourage meaningful employment opportunities through manpower planning and training in the Tourism industry.

B. Role of the Private Sector

Private enterprise built the Tourism industry in Alberta, and it will continue to determine the industry's future. Recognizing business opportunities, taking the initiative to develop and market them, and providing good service to the visitor are the fundamentals for success in Tourism. They are the basic responsibilities of the private sector.

Private sector responsibilities:

1. to provide excellence of service in all areas and to monitor performance, particularly for courtesy and maintenance of facilities;
2. to provide Tourism facilities and services that meet the requirements and expectations of the visitor;
3. to promote individual businesses and services to their defined markets;
4. to undertake new development as demand requires;
5. to advise government on policies and programs that will assist the industry;

C. Role of the Government of Alberta

As with the other sectors of the economy, it is the government's role to encourage a climate in which Tourism can prosper and grow.

Alberta Government responsibilities:

1. to market Alberta as a Tourism destination, establishing the image and awareness of the Province in the world marketplace;
2. to assist the private sector in its efforts to increase awareness of Tourism and the accompanying benefits to Albertans;
3. to assist the private sector in the development of Alberta's Tourism markets through the provision of research, market intelligence, and consultation;
4. to assist the private sector to upgrade/improve facilities and services;
5. to minimize regulations affecting Tourism services.
6. to assist other levels of government, such as municipalities, to develop and smooth the way for further development of related recreational and tourist opportunities;
7. to provide adequate protection for significant natural and cultural resources.

SECTION III

HELPING TO MEET THE CHALLENGE: ALBERTA GOVERNMENT TOURISM INITIATIVES

The Government of Alberta, to meet the identified potential for the Alberta Tourism industry, will undertake a major five-year new direction to assist the private sector. The Province's new directions will build on a solid base of existing programs.

A. Current Programs

Following are some of the major support programs provided to the Tourism industry by Travel Alberta for the Government of Alberta:

- assistance to the private sector in staff training and Tourism awareness through hospitality training programs;
- assistance in career preparation for young people through scholarships and bursaries;
- promotion of the province's Tourism attractions through advertising in key national and international markets;
- promotion at trade shows, through the media and in co-operative ventures with private sector partners;
- promotion of Alberta in major and international markets as a site for business meetings and conventions;
- provision of facility and product counselling to improve Tourism operations;
- development and marketing assistance, jointly directed with the Tourism Industry Association of Alberta, to the Province's 14 Tourist Zones through the Travel Alberta Zone Assistance Program;
- assistance to Tourism Zones through the Senior Citizens Travel Counsellor Program;
- publication and world-wide distribution of literature to assist the private sector in selling Alberta as a destination and to assist tourists planning holidays here;
- preparation of an inventory of existing Alberta attractions and potential opportunities to set a workable foundation for future development and marketing;
- provision of vital travel information by trained staff in modern and strategically located information centres complemented by the "Dial 800" Travel Alberta telephone information service.

B. New Directions

1. Career Opportunities

Staff who are enthusiastic and well-trained are vital to the Tourism industry. To attract capable full-time or part-time people, and encourage them to develop their skills, career opportunities in Tourism **must** be developed and promoted. There is an urgent need in the industry to improve formal training programs and establish recognized career path opportunities, focusing on three levels of skills training and development:

- Upgrading skills of entry-level employees by providing wider access to improved short-term training courses now offered at community colleges, vocational schools and technical institutions.
- Developing supervisory personnel through expanded certificate-level hospitality training programs, incorporating existing training programs.
- Developing professional management skills by offering university degree programs in Tourism.

These three initiatives will be developed jointly between government and private industry, accompanied by province-wide promotion stressing the rewarding nature of Tourism careers. Hospitality career awareness programs will be encouraged at the high school level.

Target: $3 million over five years. There will be elements of 50-50 cost-sharing with the Tourism Industry Development Subsidiary Agreement. This direction complements a special Manpower program, which will soon be underway to provide skills and work experience to unemployed individuals seeking employment in the Tourism industry, and to upgrade the skills of those already employed in the industry to medium and high skill occupations.

2. In-Alberta Tourism Campaign

Because it is recognized that Albertans represent the major market, a direct new emphasis will be placed on motivating Alberta residents to visit and experience all parts of the Province. Provision will be made to assist groups organizing community anniversaries or other special events. This direction is in response to the continued requests from the Alberta Tourism industry to focus more directly on the Alberta market.

Target: $5.5 million over the 3-year period of 1985-1988.

3. Attracting Visitors From Around The World

A major increase in advertising funds will be provided in high-potential national and international markets, including California, the Pacific Northwest, Canada, United Kingdom, Europe and the Pacific Rim. This program will enhance the awareness of Alberta as a vacation destination among consumers through expanded print, radio, television and other media advertising. Increases to the existing budget will be set annually, based on projections of competitive activity and changes in the target markets affecting media purchases.

4. Festival Marketplaces in Downtown Calgary and Edmonton

The Alberta Government will provide support to the major metropolitan centres of Calgary and Edmonton to develop festival marketplaces in each city. The marketplaces, to be located in the downtown cores, will combine an interesting mix of small shops and services, likely featuring a wide selection of fresh foods and specialty food items. Assistance for the marketplace projects is aimed at making downtown Calgary and Edmonton more attractive to residents and visitors.

Target: $4 million over the 5-year period of 1985-1990.

5. Provincial Tourism Zone Opportunities

The Government will work with the private sector to develop new Tourism opportunities identified in Destination Area Studies and/or integrated resource plans.

6. Access to Tourism Resources

The Government, through Alberta Transportation, will enhance one of the most modern transportation systems in the world. This initiative will include upgrading of roads and highways into existing and developing Tourism areas, and will expand the building of scenic turnouts and rest stops. Transportation's new highway signs program will also more specifically direct visitor auto traffic to Tourism sites and facilities through nationally accepted and easily understood signs. This initiative includes capitalizing on other modes of transportation, including the network of service airfields used by the growing market for fly-in and remote tourist areas.

7. Utility Infrastructure Assistance

For selected Tourism developments in under-serviced locations, the Alberta Government will assist in providing utility infrastructure – power, water, sewer and telephone. In general, such assistance requires that services remain available to a variety of users and not become the exclusive property of the Tourism facility.

8. Recognition of Tourism Leadership

An annual "Order of the Wild Rose" award will be established to recognize exceptional leaders in the Tourism industry.

9. Tourism Standards Council

A council will be established to encourage sanitation in service stations, parks and campgrounds and other facilities frequently used by the visitor. The council, comprising representation from key private sector organizations such as the Tourism Industry Association of Alberta (TIAALTA) and the Automotive Retailers' Association, will work with relevant government agencies, such as Boards of Health, to make Alberta's Tourism facilities models of cleanliness. This program will be supported by a province-wide incentive campaign emphasizing the value to both the public and the operator of clean, well-maintained public facilities.

10. Tourism Promotion in Foreign Markets

To strengthen the Province's position in the overseas market, expanded representation will be established either at all Provincial foreign offices in key markets, or through special task force sales teams working on missions to developing markets.

11. International Visitor Services

The Government will establish, through Travel Alberta, a customer services facility in Alberta's international airports to assist international visitors.

Target: $4 million over the 5-year period 1985-1990.

12. Industrial Tours Assistance

To enhance the growing industrial tour market, discussions will be launched to assist tour operators in developing packages for special interest groups to visit such world-recognized attractions as the Alberta Oil Sands near Fort McMurray. This initiative will be aimed primarily at the business travel and convention markets for tours before and after meetings.

Target: $2.5 million over the 5-year period 1985-1990.

13. Special Transportation Attractions

Cost-shared assistance will be provided for the restoration and/or operation of such services as ferries, historic steam trains, or other unusual transportation services with special tourist appeal.

Target: $5 million over the 5-year period 1985-1990.

14. Joint Provincial/Federal Program

On May 13, 1985, the Government of Alberta and the Government of Canada signed a five-year 50-50 cost-sharing $56.3 million Tourism Industry Development Subsidiary Agreement. The Agreement recognizes the Alberta Tourism Industry as a major force in the Provincial and National economies and through development and marketing incentives to the Private Sector, will provide assistance in six areas:

1. Facility and Product Development	$16	million	
Major Travel Generators	$10	million	(46%)
2. Alpine Ski Facility Development	$ 6.9	million	(12%)
3. Market Development			
Private Sector Marketing Incentives	$ 4.4	million	
Provincial Targeted Marketing	$ 2.6	million	
Information Systems Development	$ 4.96	million	
			(21%)
4. Training and Professional Development	$ 3	million	(5%)

5. Industry and Community Support			
Tourism Industry Awareness	$ 1	million	
Community Tourism Development	$ 0.8	million	
Exploration Guides	$ 0.7	million	
			(5%)
6. Opportunity Analysis and Evalution	$ 3.8	million	(7%)
Administration, Public Information and Evaluation	$ 2.12	million	(4%)
TOTAL:	$56.3	million	(100%)

In addition, Alberta will continue to pursue with the Federal Government a number of matters of mutual interest which affect Tourism:

— the improvement of national and international air, rail and highway services and facilities with a view to providing lower transportation fares and better access to Alberta;

— the expansion of joint marketing efforts in key foreign areas including the United States, the United Kingdom/Europe and the Pacific Rim;

— the continued consultation with the Government of Canada on National Parks policy because of the crucial role played by the Rocky Mountain Parks in the Alberta Tourist industry. Specifically, Alberta will seek improved access to National Parks and balanced modernization and development of Tourism facilities within these parks. The Government of Alberta believes that the goals of tourist development and resource preservation can go hand-in-hand. Effective planning and development can maximize the benefits for both the tourist industry and parks users.

B. Proposals for Discussion and Additional Public Input

1. Tax Incentives

Provincial tax legislation will be reviewed to determine the feasibility of using tax incentives to encourage Tourism development, such as accelerated depreciation and tax credits.

2. Regulatory Concerns in the Hospitality Sector

The Alberta Government will continue its efforts to remove or modify concerns relating to hospitality sector policies and regulations. In reviewing its position on these matters, the Government will be guided by the need to maintain a competitive advantage for the Alberta Tourism industry.

One area where tax incentives might be effectively applied is in the rehabilitation of historic buildings. Currently, such projects are eligible for modest grants only.

3. Business Opportunities in Provincial Parks and Campgrounds

The Alberta Government will continue to promote privatization in the operation and maintenance of provincially-funded parks, campgrounds and other facilities.

4. Making Tourists Welcome

Irritants to tourists must be removed. These range from passing through Customs and Immigration, to providing improved and friendly visitor services. Following are several identified irritants and remedies that can be taken to remove them:

— Language Barriers - Alberta wishes to welcome the world and must offer multi-lingual services.

— Customs and Immigration irritants at border points and at international airports - Alberta will use diplomatic techniques in dealing with other levels of government to lessen these irritants.

— Metric confusion - a pamphlet will be produced to assist tourists in converting to metric equivalents.

— Failure to honor reservations and non-return of cash deposits - the hospitality industry will become a partner in an awareness campaign to help overcome these and similar irritants.

— Unfair rates of exchange on foreign currency - education of Albertans to encourage the provision of fair exchange to foreign visitors will take place.

— Inadequate visitor services — heightened awareness of tourist requirements during weekends and throughout the year will help ease this irritant.

In the final analysis, Tourism is business - every Albertan's business - and the above irritants can defeat all efforts to develop and promote Alberta.

5. Altering School Dates for Tourism Employment and Enhancement

One positive impact on Tourism has occured in other places by re-arranging vacation and holiday periods in post-secondary schools. Changes in school dates, without sacrificing education standards, provides youth with better employment opportunities, and will assist the industry in lengthening the season.

SECTION IV
ALBERTA'S TOURISM STRENGTHS AND OPPORTUNITIES

As Alberta approaches the next decade, its position and strength as a recognized international Tourism destination will continue to grow. The Province has abundant resources for Tourism: the Alberta Canadian Rockies, scenic farming and ranching country, the network of parks and forested recreation areas, exciting cities and towns, and a rich calendar of events and attractions. This is the base on which the Province will continue to build. Such strengths are enhanced by friendly and helpful people and increasing numbers of professionals in all parts of the Tourism industry.

The next five years present a special opportunity for the private sector in Alberta. There are a number of major national and international events scheduled for Alberta during the next five years and the resulting promotion and public recognition will provide additional opportunity to portray Alberta as an attractive holiday destination in North America and international markets.

Following are some of the particular strengths and opportunities that can be capitalized upon in the 1985-1990 period and beyond.

1. Diverse Destinations

Strength

One of Alberta's strongest appeals as a four-season holiday destination is the diversity of pleasures, experiences and exciting attractions the Province offers residents and visitors. One can mix a day in the Rockies and a night in a dynamic metropolitan city. Or, in the same day, one could partake in major city shopping and later explore the fascinating nearby towns with their museums and varied cultural attractions. In the same fashion, there is appeal in being able to ski and golf in the same day, or relax in resorts and take in top-level theatre and concerts in the evening.

Opportunity

There is the opportunity, through revised and new marketing initiatives, to increase awareness of the multi-dimension of holidays in all parts of the Province, thus broadening our appeal. The opportunity also exists to motivate Albertans to increase their use of holiday facilities and explore all regions of the Province.

2. Metropolitan Cities and Other Centres

Strength

The development of cosmopolitan services and attractions in Alberta's cities and towns has had a profound effect on the remaking of the traditional image of an Alberta holiday as one primarily centred around the National Parks. This new dimension has broadened the cities from being a point of entry to major destinations in their own right.

The Province's towns and villages provide another exciting dimension with their year-round calendar of festivals, exhibitions and fairs. A further asset, enhancing our national and international awareness, is Alberta's top professional sports attractions, and its impressive roster of professional and amateur athletes.

Opportunity

The opportunity is in place for Alberta's metropolitan centres — and the exciting smaller centres — to be promoted more actively as true holiday destinations, thus broadening appeal and overall awareness of the Province.

3. Ability to Host Major Events

Strength

Alberta is host to such internationally-known major events as the Calgary Stampede and Edmonton's Klondike Days. No less important is the fact that in recent years, the Province has demonstrated to the world its impressive ability, through volunteer participation, to organize and successfully stage major events such as the 1978 Commonwealth Games and the 1983 Universiade Games. It is now preparing to host the 1988 XV Winter Olympics in Calgary.

Opportunity

Alberta's track record in hosting major events and attractions not only opens many doors for future events, but also provides a solid base for our reputation as a Province worthy of recognition as a world-class destination.

4. Comprehensive Network of Parks

Strength

One of Alberta's advantages in Tourism is having one of the most comprehensive networks of urban, Provincial and National Parks. This network offers residents and non-residents a wide diversity of outdoor recreation opportunities including active sports participation, park and wilderness camping and nature appreciation. This parks network has significantly enhanced Tourism in the Province through the provision of outdoor recreation facilities and services as well as in the provision of a variety of related accommodation opportunities.

Opportunity

Operational factors which should be considered to enhance the travel experience include promotion of a "good host" image portrayed by park staff; greater flexibility in land use controls and multiple use of existing land use bases; interpretive education services adjusted to concentrate on meeting market demand and reflecting resource significance. Additionally, there is opportunity in an expanded Provincial Parks/recreation classification system which would allow a greater range of outdoor recreation services, facilities and perhaps even a wider range of tourist accommodation.

Urban parks offer yet another Tourism appeal — and opportunity — because they are becoming more attractive and offer service facilities. Such parks enhance the attraction of urban centres by offering an added dimension to a holiday experience.

High Level
Fort McMurray
Peace River
Grande Prairie
Jasper
St. Albert
ELK ISLAND NAT'L PK.
Edmonton
Lloydminster
Leduc
Camrose
Wetaskiwin
Red Deer
Drumheller
Calgary
Medicine Hat
Lethbridge
WATERTON LAKES NAT'L PK.
Alberta
CANADA
1984
NATIONAL PARKS
PROVINCIAL PARKS
FORESTRY AREAS
KANANASKIS COUNTRY

5. Alberta's Canadian Rockies

Strength

Alberta has traditionally been an internationally recognized Tourism destination because of its famous Rocky Mountain scenery and resorts.

Opportunity

The mountain National Parks are the focal point of the Alberta Tourism industry and are a major attraction for Canada. As such, it is essential that new National Parks' policies complement the needs of Tourism and permit modernization and expansion where required.

Albertans must continually reinforce and expand promotion of the Province as a four-season holiday destination, building on the attraction of Alberta's Canadian Rocky Mountains and expanding the province-wide holiday image. The mountains are one of the lures that brings visitors to the province. The opportunity then exists to encourage those visitors to see other regions.

6. Four Seasons

Strength

Alberta's stature as an international Tourism destination is enhanced by its four-season climate, with more sunshine than any other part of Canada.

Summer offers a full range of resorts, attractions and special events, from small town fairs and exhibitions to the international appeal of the Calgary Stampede and Edmonton's Klondike Days.

Autumn with its Indian Summer appeals to the growing number of tourists who come for outdoor activities such as hunting, bird watching, and scenic touring.

Winter with its blue skies and bright sun attracts both alpine and cross-country skiers and sets the stage for activities ranging from guest ranch holidays to winter festivals.

Spring bridges the winter and summer months, offering such unusual options as skiing and golfing in a single day.

Opportunity

There is an opportunity to reinforce and expand on the promotion of these qualities in all vacation seasons, with particular emphasis on the non-summer periods when Tourism facilities are less busy.

7. Historical Resources

Strength

Historical attractions are now visited by well over two million people annually. There is also a fine network of museums in Alberta. Aside from nearly 200 community museums, this network includes the Provincial Museum of Alberta in Edmonton, the Glenbow-Alberta

Institute in Calgary, and 12 provincially-developed historic sites. Several recognized world heritage sites are being established, including the Tyrrell Museum of Palaeontology near Drumheller, and the Head-Smashed-In Buffalo Jump World Heritage Site near Fort Macleod.

Opportunity

Alberta still has many undeveloped historical resources, often in non-urban areas, which offer excellent Tourism opportunities. While public development of many of these resources is appropriate, tax incentives may be an effective means of encouraging private investment.

8. Cultural Resources

Strength

Alberta has a wealth of cultural resources and they play a vital role in Tourism. Alberta's art galleries, native crafts, museums and performing arts activities attract well over one million people each year. Activities such as heritage festivals, which celebrate the multicultural nature of the population, attract hundreds of thousands more.

Cultural resources are an essential ingredient in "bringing Alberta to life" for the visitor. Theatre, music and dance are thriving in Alberta, as are the many cultural festivals, such as Banff's Festival of the Arts, Vegreville's Ukrainian Pysanka Festival, Edmonton's Jazz City, and Alberta's Aboriginal people's festivals.

Opportunity

There are many excellent opportunities to capitalize on cultural resources for Tourism purposes. The private sector — individual businesses, Tourism organizations, chambers of commerce, service clubs should consider:

— organizing regional cultural events and festivals;

— featuring cultural resources in community or region promotional advertising;

— beautifying public and private spaces using student or professional artists;

— participating in retail promotions;

— exhibiting arts and crafts in restaurants, hotel lobbies or retail shops;

— staging mini-concerts, puppet shows and the like, to entertain visitors at a street corner, shopping mall or campground.

Making more effective use of cultural resources not only promotes the arts and multiculturalism, it promotes Tourism.

Major Historical Attractions in Alberta

Annual Visitor Projection		
		Provincial Museums
545,000	①	Provincial Museum of Alberta
400,000	②	Tyrell Museum of Palaeontology
		Provincial Historic Sites
200,000	③	Head-Smashed-In-Buffalo Jump
120,000	④	Frank Slide Interpretive Centre
120,000	⑤	Ukrainian Cultural Heritage Village
30,000	⑥	Cochrane Ranche
30,000	⑦	Fort McMurray Oil Sands Interpretive Centre
25,000	⑧	Rutherford House
20,000	⑨	Leitch Collieries
15,000	⑩	Dunvegan
15,000	⑪	Strathcona Archaeological Centre
10,000	⑫	Stephansson House
7,000	⑬	Victoria Settlement
5,000	⑭	Father Lacombe Chapel
		Other Attractions
304,000	⑮	Heritage Park, Calgary
250,000	⑯	Glenbow - Alberta Institute
170,000	⑰	Fort Edmonton Park
139,000	⑱	Fort Calgary
106,000	⑲	Drumheller and District Fossil Museum
54,000	⑳	Wheat Pool Grain Museum
52,000	㉑	Luxton Museum - Banff
50,000	㉒	Fort Macleod Museum
30,000	㉓	Medicine Hat Historical Museum
29,000	㉔	Red Deer and District Museum
25,000	㉕	Sir Alexander Galt Museum
N/A	㉖	Fort Macleod Provincial Historic Area

9. Tourism Facilities and Services

Strength

Alberta's Tourism facilities includes an extensive network of primary and secondary highways, international airports, modern bus and rail services, major convention facilities, cosmopolitan hotels, four-season resorts and sports and entertainment facilities. An enormous range of services is also provided, including shopping, dining, entertainment, visitor information centres, and the like.

Opportunity

Opportunities exist for the further development of both facilities and supporting services. There are always opportunities for new services for the added convenience of visitors, such as the sale of fishing licenses in travel information centres.

10. Friendly People

Strength

Alberta has long been recognized as a place with friendly people who are hospitable and helpful.

Opportunity

Are Albertans today as hospitable as in the past? Alberta's reputation for friendly and helpful people is one which must be earned every day.

Albertans are the Province's most important sales force in promoting Tourism. The treatment a visitor receives from the people he meets is often the most lasting impression of a vacation. Efforts must be made to reinforce the role of Albertans in making the visitor feel welcome. This can be accomplished through a Tourism Awareness campaign directed to, and by, Albertans.

11. Standards of Service

Strength

Alberta's Tourism industry is managed and staffed by a growing number of professionals, ranging from the chef de cuisine to the mountain-climbing guide.

Opportunity

While it is recognized that the standards of service are improving generally, there is still considerable room for more improvement. The industry needs to be instilled with a sense of pride in accomplishment so that at all levels each individual takes a personal pride in the job he or she is doing. An accelerated program of advertising and a raised level of industry competition along with effective Tourism awareness programs will go a long way towards achieving this.

An opportunity exists for specialists to help train those pursuing similar careers. Recognized experts in every segment of the business – from the hotel accountant to the golf course

greenskeeper – must be encouraged to share their knowledge with their colleagues and those just learning the business. This could be done through workshops organized by professional associations and through trade publications.

12. Tax Advantages

Strength

Alberta is the only province in Canada with no Provincial sales tax, and no Provincial taxes on gasoline, accommodation and meals. This is a major benefit to convention services. This tax philosophy benefits tourists, whether here for pleasure, on business or attending a convention.

Opportunity

Government must be conscious of the impact of additional taxes on the Tourism industry. This includes other government-controlled cost factors such as land rental terms in the National Parks.

The private sector should emphasize this advantage in brochures and sales presentations. It is already featured in Alberta Government travel literature.

13. Focus North

Strength

A major Tourism asset is the North. The natural attractions of lakes and scenic wilderness are steadily being enhanced by new and better facilities provided by such communities as Fort McMurray, Cold Lake, Grande Prairie and Peace River.

Opportunity

The Northern region of the Province has the natural resources to expand Tourism. Vacation opportunities involving fishing, hunting and nature tours can be developed and marketed, by combining different outdoors experiences. There are also opportunities to promote auto touring, highlighting the scenic resources and tranquility. Because of the smaller market, northern businesses and communities must be especially efficient in marketing activities, and must recognize the need to organize co-operative promotions.

14. Gateway to the Far North

Strength

Alberta's position as "Gateway to the Far North" has always been a major strength. The Province is the major entry point for travel into the Far North, providing the air and highway links to Alaska, the Northwest Territories, and the Yukon.

Opportunity

Northern Alberta can take better advantage of its "gateway to the north" role.

Convenient access to Alberta cities, especially Edmonton, is vital to the north and to Alberta.

Consideration should be given to improving air services. For example, allowing Yellowknife/ Edmonton flights access to the Edmonton Municipal Airport would be a step in the right direction.

Another opportunity is for Tourism organizations and communities on main routes to the north to co-ordinate their promotions with those of Alaska, the Yukon and Northwest Territories. The visitor to the Far North is a shared customer, the respective regions would benefit from effective co-operation. It would be beneficial, for example, to include travel literature for Grande Prairie or Peace River in Alaska or Yukon visitor information kits.

15. Alberta's Freedom of Space

Strength

Visitors from densely populated areas are invariably captivated by Alberta's uncrowded beauty. There are a mere 2.15 people per square mile (3.47 people per km) in the province, yet carefully-planned, well-maintained roads allow comfortable access to the forests, the foothills, the mountains, the prairies and the badlands.

Opportunity

Alberta must publicize this big-space/freedom-of-access quality of the province to the world marketplace, particularly to those crowded areas of the world. The private sector should, where possible, emphasize this selling feature in their written and visual messages.

16. Family Activities Destination

Strength

Alberta is an ideal family holiday choice with fun and leisure activities, including amusement parks, nature walks, zoos and children's theatre. Alberta has the environment — safe, clean, and hospitable — and the family-oriented facilities to satisfy the needs of family members of all ages.

Opportunity

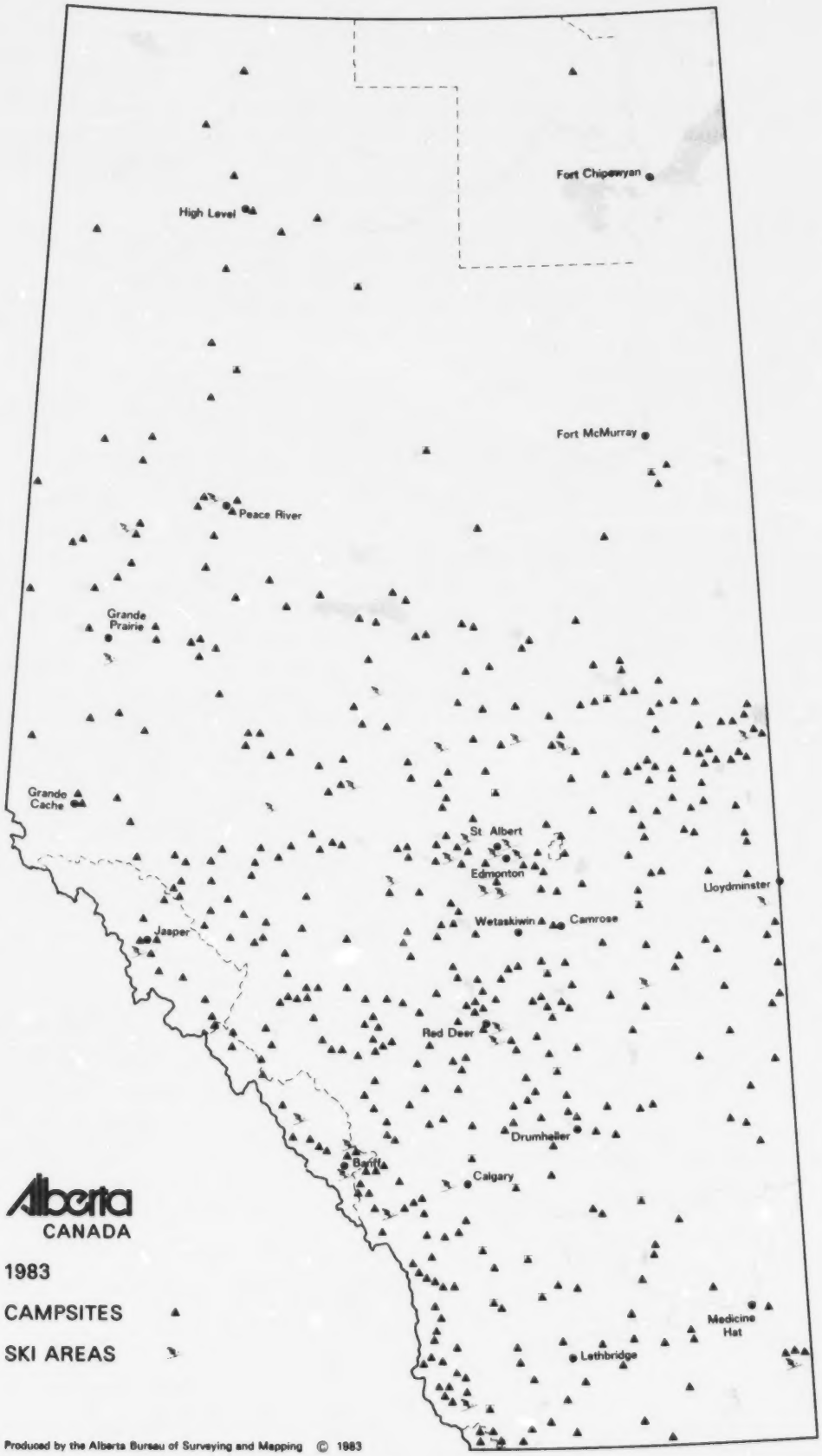
Alberta can capitalize on the family travel market by creating a greater awareness of the many dimensions of an Alberta holiday, and by taking the specific needs of the family unit into account when designing Tourism facilities. For example, many families are travelling in self-contained recreation vehicles (RVs), creating a need for special campground facilities that accommodate RVs, as well as provide amenities that appeal to the whole family.

17. Educational and Special Interest Tours

Strength

Learning and leisure are traditionally linked with travelling. In catering to these interests, Alberta has an impressive array of possibilities, only a few of which include:

— Natural History Attractions: Dinosaur Park, Badlands, Cypress Hills, Frank Slide;


Fort Chipewyan
High Level
Fort McMurray
Peace River
Grande Prairie
Grande Cache
St Albert
Edmonton
Lloydminster
Wetaskiwin
Camrose
Jasper
Red Deer
Drumheller
Banff
Calgary
Medicine Hat
Lethbridge
Alberta
CANADA
1983
CAMPSITES
SKI AREAS
Produced by the Alberta Bureau of Surveying and Mapping © 1983

— Outdoor Interests: mountaineering schools, guided fly-in fishing, golf tours, sub-Arctic wilderness tours, bird watching;

— Industry and Technology: oil sands extraction plants and the interpretive centre, medical research facilities;

— Agriculture: cattle, grain and honey operations that are in the forefront of their specialized fields.

Opportunity

There are a great many opportunities to develop and market educational and special interest tours. There are as many possibilities as there are individual interests. Private operators are encouraged to seek these opportunities and organize them into vacation packages.

18. Meeting and Convention Facilities

Strength

Meetings and convention travel is, and will continue to be, a major contributor to the Tourism industry. Alberta has the expertise and facilities to host regional, national and international conventions, conferences, seminars and meetings. Alberta's competitive position in attracting convention business has been significantly improved with the development of major convention centres in Edmonton and Calgary.

Opportunity

The meetings and convention travel market is extremely competitive. Increased emphasis must be placed on attracting this market and promoting activities before and after the actual gathering. Meetings and conventions are particularly valuable to the Tourism industry because the greatest percentage of convention business takes place outside the peak summer periods.

19. Business Attractions

Strength

Alberta attracts a high volume of business travellers compared to most provinces. Alberta is a particularly popular destination for business trips taken by Canadians. In 1982, for example — the most recent year for which data is available — Alberta had twice as many Canadian business visitors as British Columbia and had a number equal to that of Quebec, a province with three times Alberta's population. Alberta's economic activity and its role as western Canada's financial centre are the reasons for the high number of business travellers.

The business market is well-dispersed in the Province. Although Edmonton and Calgary are the main destinations, smaller cities and regional centres also do well with smaller conventions and conferences.

Opportunity

The business traveller also represents an important opportunity for the vacation market. Many business or convention travellers combine a vacation with their business trip, or they return in future with their families for a vacation. Business visitors should be informed about Alberta's vacation opportunities and encouraged to experience them.

For Alberta to realize growth in business travel, it is crucial that there be easy entry for non-Canadian business travellers at international airports. A friendly and courteous welcome for such travellers will also have a lasting effect.

20. Twinning Programs

Strength

Through twinning with towns and cities outside the Province, Alberta communities establish commercial, cultural and recreational links which pave the way for increased visitor traffic.

Opportunity

There is a good opportunity to increase Tourism through twinning. Alberta towns and cities are encouraged to twin with other communities throughout the world and, without compromising any other objectives, to seek such twins with a view to increasing visitor traffic.

21. Internationally Renowned Ski Facilities

Strength

Alberta's Rocky Mountains offer some of the world's best skiing. During the winter and early spring season, skiing is presently the Province's most important visitor attraction.

Opportunity

Alberta must make the most of the natural advantage it enjoys in skiing resources. There is a good opportunity to increase ski business through additional development and refinement of ski facilities. Ski resort operators and the hospitality industry must continue to improve the quality of the ski experience on-hill and off.

On-hill opportunities include:

— additional snowmaking equipment for consistent snow conditions and extended ski seasons;

— additional lifts to open up new runs and reduce lift lineups;

— increased attention to the quality of food and beverage services in day-lodge operations.

Off-hill opportunities include:

— more overnight accommodation;

— more apres-ski activities, including family-oriented functions;

— good child care facilities;

— consistent marketing of reasonably-priced ski tour packages.

22. Outdoor Adventure Vacations

Strength

One of Alberta's real tourism strengths lies in the diversity of full-service adventure vacations:

— guided pack trips on horseback in the mountains;

— fishing lodges on remote northern lakes accessible only by float plane;

— guest ranches with a full range of activities and accommodation;

— country vacations offering a chance to experience Alberta farm and ranch life;

— numerous other activities, including hot air ballooning, white water rafting, dog team tours, helicopter hiking in the mountains, and cross-country ski tours.

Western theme vacations such as horse pack trips and guest ranches make a particularly valuable contribution to Alberta Tourism. For many, the western image is synonymous with Alberta and these vacations allow visitors to experience the cowboy lifestyle.

Opportunity

The following opportunities to improve business are available to suppliers of Alberta adventure vacations:

— more attention to comforts — providing good accommodation and meals, and the extras that make "roughing it" a little less rough;

— additional services and, where possible, year-round operation;

— organization and marketing on a co-operative basis;

— package tours combining several of the adventure activities.

23. Alberta's Fish & Wildlife Resources

Strength

Alberta has an abundance of fish and wildlife, and the economic benefits of these resources are immense. Well over $1 billion is generated annually in the economy through the enjoyment or direct use of these resources. The Government of Alberta needs public understanding and support in securing fish and wildlife resources for present and future generations.

Opportunity

It is important that any new provincial Tourism strategy recognizes the significance of fish and wildlife resources as a basis for Tourism development. Opportunities now exist for the Province to:

— increase Albertans' awareness of the importance of fish and wildlife resources;

— continue to encourage and expand habitat enhancement programs;

— continue to develop and expand fish production and stocking capability;

— continue to develop wildlife stocking programs such as elk transplants to northern areas;

— continue to maintain successful pheasant rearing programs;

— continue to work with hunters, outfitters, fishing lodge operators and landholders in developing the best possible fish and wildlife regulations for hunting and fishing seasons;

— invite the public to provide the government with input or specific proposals on how to enhance our fish and wildlife resource.

24. Alberta's Integrated Planning System for Public Lands

Strength

More than 60% of Alberta is public land, much of it an incredible expanse of natural scenery: mountains, foothills, prairie, parkland and northern forest. This represents an immense potential for Tourism development.

It is necessary, however, to ensure that careful planning of this resource provides both private sector opportunities and fulfillment of long-range environmental goals. The "integrated planning system" takes into account the capability of the land to accommodate renewable and non-renewable resource uses, including industry, agriculture and recreation/Tourism.

Opportunity

The planning process represents an opportunity for the private sector to provide input into the development of this future Tourism resource.

APPENDIX I

PROFILE OF THE ALBERTA TOURISM INDUSTRY

A. Economic Benefits

Tourism is a major contributor to the Alberta economy, generating substantial revenues for the Province and employing considerable human, financial and physical resources.

Many businesses depend on this industry for some portion of income, including those in the food, auto, lodging, amusement and recreation, transport and finance industries.

Tourism benefits all Albertans by supporting facilities and services that could not survive on local demand alone. Many recreation and entertainment facilities, accommodation services, and much of our transportation system would not exist were it not for the visitor. As an industry, Tourism ranks fourth in bringing dollars into the Province. Of the $2.0 billion in total 1984 tourism receipts, out-of-province visitors contributed an estimated $1.1 billion. Based on a model used by Tourism Canada, which takes into account both direct and indirect spending, the $2.0 billion generated an additional $600 million. This resulted in a total impact of $2.6 billion on the Alberta economy.

Tourist expenditures in Alberta translates into jobs for Alberta. Every $1 million in tourist expenditures, based on 1980 dollars, supports 50 full-time jobs - 34.5 direct and 15.5 indirect.

1. Employment

Tourism is one of Alberta's largest employers. The industry supports over 100,000 positions, of which approximately 73,000 are full-time.

2. Contribution to Regional Economic Growth

Tourism makes an effective contribution to regional economic growth. It also has a unique capability for circulating income throughout the Province as dollars earned in one part of the Province can be spent by Albertans vacationing in another part of the Province.

3. Economic Contribution of Cultural and Recreational Resources

Alberta's cultural and recreational resources are an essential part of the Tourism industry. Parks, campgrounds, cultural festivals, historic sites - all are key ingredients in attracting the visitor and encouraging an extended length of stay or a repeat visit. This results in economic benefits for Alberta.

B. Market Situation

Alberta draws visitors from all over the world but the most important markets are close to home: Alberta residents and residents of neighboring provinces and states. These areas account for the larger part of Alberta's Tourism business. The more distant markets such as the northeastern U.S., Japan and Germany, produce less in total numbers but are vital in supporting the more specialized segments of the industry, such as the horse pack trips, guest ranches and luxury resorts.

Alberta has been very successful in Tourism but future success will be more difficult in an increasingly complex marketplace. More than ever, it is necessary to recognize and respond creatively to trends that are shaping Tourism markets:

— aging of the market population

— growing number of women travelling on their own

— changes in overseas visiting – friends-and-relatives markets

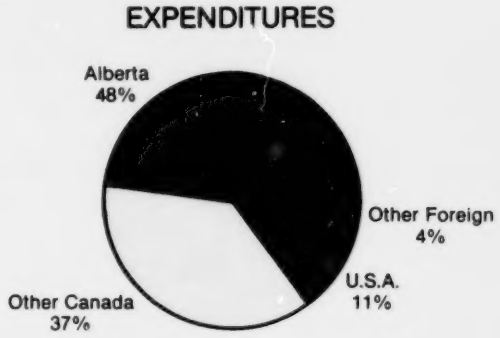
— growth in special interest or self-improvement holidays

— growing number of choices available to the traveller.

These are only a few examples of factors that will affect the industry in Alberta. Successful Tourism operators will be those who recognize broad trends, identify specific opportunities and focus in on those opportunities.

1. Total Markets

In 1984, Alberta hosted an estimated 14.1 million visitors who spent at least one night away from home on their trip. This figure includes Albertans travelling in their own province, as well as out-of-province visitors. An additional 9.3 million same-day excursions were taken, the majority by Alberta residents. Total visitor expenditures in the province for 1984 are an estimated $2 billion.



Numbers and Expenditures of Visitors, by Origin Staying One-or-More Nights, 1984

Residence	Number of Visitors		Expenditures	
Alberta	8,767,000	62%	$ 980,000,000	48%
Other Canada	4,229,000	30%	$ 741,000,000	37%
U.S.A.	890,000	6%	$ 213,000,000	11%
Other Foreign	225,000	2%	$ 78,000,000	4%
Total	14,111,000	100%	$2,012,000,000	100%

2. Alberta Resident Market

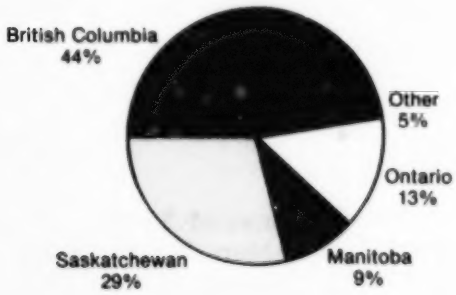
In both numbers of travellers (62% of total) and total expenditures (48% of total) Albertans travelling within their own Province represent the largest Tourism market for Alberta. Albertans account for approximately $1 billion of 1984 total Tourism receipts of $2 billion.

The resident market is particularly important in supporting regional and local attractions and facilities, and it is the Alberta resident who is the main source of demand during the shoulder seasons for the more popular attractions.

3. Canadian Market

Next in importance, after Alberta residents, is the "other Canada" market, which accounts for 30% of the visitors and 37% of revenues. Visitors from other Canadian provinces spent an estimated $741 million in Alberta in 1984. British Columbia and Saskatchewan account for almost three-quarters of the other Canadian visitors. Next in importance are Ontario and Manitoba. Collectively, these provinces represent the greatest potential for growth among out-of-province markets.

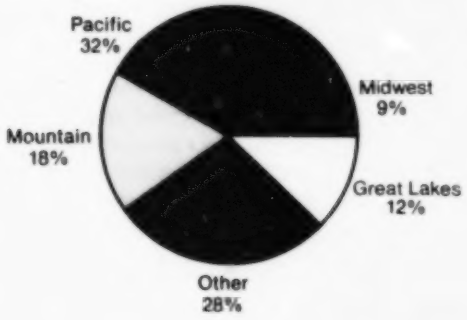
VISITORS FROM OTHER PROVINCES



4. U.S. Markets

The largest foreign market for Alberta is, of course, the United States. In 1984, approximately 890,000 Americans visited Alberta for at least one night – 6% of total visitors. They spent an estimated $213 million, 11% of total expenditures. Within the U.S., the most important markets are: California, Montana, Washington, Minnesota, Texas, Colorado and New York.

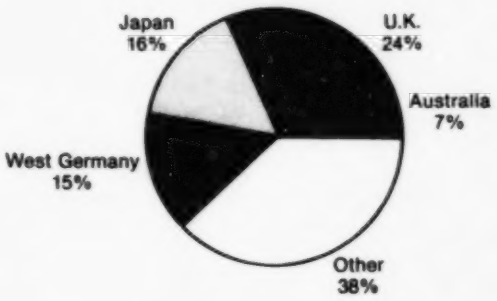
VISITORS FROM UNITED STATES



5. Other Foreign Markets

The "other foreign" market accounts for about 225,000 visitors, which is 2% of the total, and $78 million in expenditures, 4% of total expenditures. The higher spending of overseas visitors is generally attributed to longer length of stay. Alberta's largest overseas markets are United Kingdom, Japan, and West Germany. A market which appears to have favorable prospects for growth is the Pacific Rim – Japan, South Korea and Hong Kong in particular.

VISITORS FROM OTHER FOREIGN COUNTRIES



APPENDIX II
A SHORT HISTORY OF TOURISM IN ALBERTA

Private Sector Growth

Tourism in Alberta is a century-old industry, its beginnings closely linked to the westward thrust of the railroads and the development of Canada's mountain National Parks.

By the time the Province was created in 1905, Canadian Pacific Railway's elegant Banff Springs Hotel and its sister at Lake Louise had already been in business for almost two decades catering to affluent travellers anxious to witness the grandeur of the Canadian Rockies. By the 1920s, the newly-formed Canadian National Railway Company was also part of the picture, carrying passengers by the thousands to Jasper Park and to its own Jasper Park Lodge.

For years these mountain resorts were virtually synonymous with Tourism in Alberta; they remain a prime attraction today. By the 1950s the Tourism potential of the Province as a whole began to be recognized. Chambers of commerce, transport companies, and hotels, motels, restaurant operators and associations began to see the advantages of an integrated industry effort and closer co-operation with government in the race to attract Tourism dollars to all parts of Alberta.

In 1962, a major industry organization, the Canadian Rockies Tourist Association, reflected this goal by becoming the Alberta Tourist Association – the forerunner of today's Tourism Industry Association of Alberta.

The change coincided with a transportation revolution in the Province which saw massive investment in highway construction, an explosion of automobile traffic, and increasing popularity of camping and trailer travel. New air, bus and rail tour packages, the introduction of credit-card travel, recognition of Alberta as a superb skiing destination, plus the Province's new stature as a four-season vacationland, combined to have a marked impact on the industry.

Tourism revenues, which had reached $63 million at the close of the 1950s, mushroomed to $224 million by 1969 and $1 billion by 1978. North American travellers, who had generated virtually all of Tourism industry revenues in the 1960s, were now joined by overseas visitors whose numbers increased by 20% annually during the 1970s. This rising demand for quality Tourism facilities and services sparked major investment in everything from restaurants and hotels to waterslides and guest ranches.

Alberta's Canadian Rockies, and the cities of Edmonton and Calgary remain the Province's major Tourism destinations. The Tourism Industry Association of Alberta's promotions in the 1960s enticed travellers to all parts of the Province, encouraging them to explore everything from Drumheller's Badlands in The Big Country, to the breathtaking vistas of the Land of the Mighty Peace.

Today, Tourism in Alberta has weathered a world recession and fierce competition to become an approximate annual $2 billion business, due to an effective level of co-operation between the private and public sectors.

The Role of the Alberta Government

In the 1930s the Government of Alberta began modestly promoting the spectacular scenery and recreation opportunities awaiting visitors to the Province. When the Alberta Government Travel Bureau was formed as part of the new Department of Economic Affairs in 1945, a comprehensive campaign was developed to promote the 1947 Tourism season.

By the mid-1960s, Travel Bureau activity had expanded considerably. Now part of the Department of Industry and Development, the Bureau publicized Alberta's Tourism attractions with pamphlets, audio-visual materials and travel shows throughout North America. By the end of the decade, the government had introduced a new Tourism accommodation classification, inspection and counselling system. Alberta had accelerated its ski show promotions, and developed a geographic Tourism zone system which called for government to share in the cost of individual zone promotions.

A new focus on Tourism took place in 1971 with the appointment of a Minister Without Portfolio in charge of Tourism. With the reorganization of the Alberta Government Travel Bureau, a name change to Travel Alberta took place in 1972 to reflect a dynamic new era in Tourism. The department was designed to help streamline and improve marketing assistance, counselling and information services.

By the mid-1970s, with visitor counts increasing and travel industry revenues topping the half-billion dollar mark, Travel Alberta began to focus more heavily on research and planning. The programs were designed to ensure proper Tourism facilities and services to take care of the expected spectacular growth of Tourism.

It became apparent that Tourism represented an excellent opportunity for achieving Alberta's goals of economic diversification and balanced economic growth.

Travel Alberta continues to promote the Province vigorously as a major four-season travel destination, to operate a network of Travel Information Centres, and to work closely with the private sector in planning personnel training and other industry improvement programs.

Tourism requires the involvement of many government departments. All have helped to develop a new dimension for Tourism, but the contribution of Recreation and Parks and Alberta Culture has been particularly important.

APPENDIX III

FEASIBILITY OF TAX INCENTIVES FOR HISTORICAL RESOURCES

For several years, Alberta Culture, some of its counterparts in other Provinces, and numerous heritage organizations have approached the Federal Government on the matter of tax reform to encourage redevelopment of heritage buildings. The idea was to benefit from the American experience wherein their tax incentives program has resulted in strong private sector involvement in building recycling, low cost urban rehabilitation and increased Tourism and labor intensive construction work. From a government investment perspective, the United States General Accounting Office has conducted an audit of the effects of the United States tax incentive scheme for heritage property redevelopment and has reported a return of up to 20 to 1 on economic activity generated from each deferred tax dollar.

Traditionally, the Alberta Government has used direct grants to encourage rehabilitation of historic buildings, but such funds are far too small to have much impact on the province as a whole. A particular problem has been in attempting conservation in the urban cores, where grants are considered too limited to offset alternate major redevelopment. Conversely, the American tax incentive policies have had their greatest effect in urban cores.

Alberta Culture, after consultation with Alberta Treasury, investigated the feasibility of similar tax incentives here. The study concluded that action by this province in tax reform could produce significant economic incentives. Technically, this would call for minor revisions to three pieces of provincial legislation:

— The Alberta Income Tax Act

— The Alberta Corporate Income Tax Act

— The Municipal Taxation Act

These revisions could more appropriately be called extensions of existing initiatives, and follow much of the direction of suggestions within this Government's recent White Paper "Proposals for an Industrial and Sciences Strategy for Albertans – 1985 - 1990".

The primary tools considered in the Alberta study are a tax credit in income taxes for expenditures on the rehabilitation of historic buildings, and adjustments to assessments or temporary freezes on municipal taxes, although many other options are also open. Considering there are approximately 60,000 buildings in Alberta pre-dating 1930 which could be made eligible for such tax incentives, the impact of such a program could mean millions of dollars worth of investment, thousands of jobs in the construction industry, revitalization of our urban cores and mainstreets, and the creation of a myriad of additional attractions for Tourism.

APPENDIX IV

DEFINITION OF TOURISM AND TOURISM INDUSTRY

Tourism is the "action and activities of people taking trips to places outside their home communities for any purpose except daily commuting to and from work". This is a broad definition, encompassing the many purposes for which people travel.

The Tourism industry is defined as "the businesses, organizations, labor, and government agencies which totally or in part provide the means of transport, goods, services, accommodations, and other facilities, programs and resources for travel".

APPENDIX V
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